

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DD/S
FILE *Medical*

FROM: Director of Medical Services
1D4061 Headquarters

EXTENSION

NO.

STAT

DATE

13 December 1971

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Deputy Director for Support

2. *Mr Watter*

[Signature]
[Signature]

Since this was a
Deputy Director's
pl's tickle regularly
w/ DDI's.
Later word from 2/17/72
effect that DDI rep has
returned to task group -
stimulated by DDI.

3.

1/20

- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

STAT

PERTAINS TO HUMAN RESOURCE
RPT BEING PREPARED BY
OMS/PSS.

DD/S

71.4803

13 December 1971

MEMORANDUM FOR: Deputy Director for Support

Jack:

25X1

[] met with Ed Proctor on 2 December 1971 to discuss the Youth Study. Mr. Proctor was brought up to date on the status of the Study and the question of DDI participation. Mr. Proctor stated he would look into the matter and be back in touch. I checked with Ken this morning, who advised that no feed-back to us has occurred as yet.

25X1

[]
John R. Pietjen, M. D.
Director of Medical Services

I should add that the rest of the study is on target.

SECRET

GROUP 1
Excluded from automatic
downgrading and
declassification

Mr. Wilke

Bob-

This has some impact
on OD and you will
be interested in reading it.

Please return to me
so I can prepare a
transmittal note to
Polby for DDIS to
sign -

Tex. I made a copy of the
report. The summary accentuates
the positive - tells management
what it thinks management
wants to hear - but doesn't
seem to me to reflect the

~~Complete accuracy~~ The substance reflected in the attachments. The attachments seem to carry a strong and clear message that we need an O.D. program.

No one identifies with the objectives of the Agency - They don't even know what they are. Supervision is a serious problem.

People are not finding satisfaction in their work - hence they are preoccupied with promotion and advancement - career development.

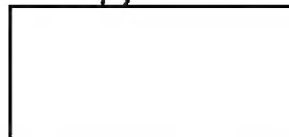
Communication is a problem.

Leadership is a problem.

Parochialism and isolation are problems.

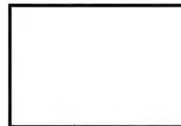
There is no evidence of identification with the Agency - only with self.

In short, the human side of this enterprise seems to be in a hell of a shape.



WEC
TEX TELLS ME THAT

[] HAS ASKED HIM
— MORE THAN ONCE — ABOUT
THIS STUDY — AND APPARENTLY
HAS BEEN TELLING WEC
ITS ON ITS WAY.



21 MAR 1972

ask John T if he has read & agrees —

Approved For Release 2003/06/20 : CIA-RDP84-00780R004600120016-4

23 March - 4 p.m.

Dr. Tietjen w/

STAT

"Youth Study"

additional copies being sent to MAQ

Approved For Release 2003/06/20 : CIA-RDP84-00780R004600120016-4

Approved For Release 2003/06/20 : CIA-RDP84-00780R004600120016-4

STAT

Approved For Release 2003/06/20 : CIA-RDP84-00780R004600120016-4

Is this accurately described as 1st installment?
Why not give to Defs now?
What action recs likely? when?

STAT

Approved For Release 2003/06/20 : CIA-RDP84-00780R004600120016-4

Approved For Release 2003/06/20 : CIA-RDP84-00780R004600120016-4

TRANSMITTAL SLIP		DATE 20 March 1972
TO: Mr. Coffey via Mr. Wattles		
ROOM NO.	BUILDING	
REMARKS:		
<p>Recommend your signature.</p> <p>STAT</p> <div style="border: 1px solid black; width: 150px; height: 30px; margin: 10px 0;"></div> <p><i>has seen</i> <i>& Penous -</i> <i>L</i></p> <p style="text-align: right;"><i>[Signature]</i> LDP</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

MIRIAM

[Signature]
FYI

Mr. C. had given the
subj file re this to Mr. Wattles.

We've received the orig
back fr ExDir -- As you see
we sent it down to DMS.

p.

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Medical Services Rm 1D4060, Hqs		
2			
3			
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>John -</p> <p>For your information and appropriate action.</p> <p><i>131 B -</i></p> <p>Robert S. Wattles</p> <p>Att</p> <p>Orig of DD/S 71-2681, w/Att</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Acting Deputy Director for Support 7D18, Hqs			22 JUL 1971
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	

FORM NO. 237 Use previous editions

(40)

O/ADD/S:ms (22 July 71)

Distribution:

Orig RS - Adse, w/O Att (DD/S 71-2681)

1 - DD/S Chrono, w/o Att

1 - DD/S Subject, w/cy of Att & Background ✓

DD/S 71-2681: Memo dtd 7 July 71 for Ex. Dir.-Compt. fr DD/S, re attached draft statement, subj: Research Possibilities on the "Youth Issue"

DD/S 71-2681

MEMORANDUM FOR: Executive Director-Comptroller

Colonel White:

Here is a draft statement of work which the Psychological Services Staff might undertake on the matter you raised at last week's Deputies Meeting. [] is prepared to elaborate at your convenience. I believe a discussion is essential and Dr. Tietjen and I would like to be present.

25X1

25X1

There is one problem in terms of the PSS effort and getting at what is worrying senior Agency officials. The PSS timetable - and [] and Tietjen understand the pressure for answers - would cover about one year. Two to three months would be required for preliminary work. The survey itself and preparation of the report would cover nine months. Some interim reports would be made. Even with this uncomfortable time requirement I think we should go ahead. In any case I suggest you meet with []

25X1

[]
John W. Coffey
Deputy Director
for Support

25X1

*To DDS
Am 19 July 71
ch reported to the
Director on what
we proposed to
do in this area.
He approved.*

DD/S Distribution:

Orig - DMS, w/Orig Att

1 - DD/S

SECRET

16 July - 10:30 a. m.

Col. White w/Drs. Tietjen and STAT

"Youth Issue"

SECRET

FILE

Medical

DD/S 71-2681

7 JUL 1971

MEMORANDUM FOR: Executive Director-Comptroller

Colonel White:

25X1 Here is a draft statement of work which the Psychological Services Staff might undertake on the matter you raised at last week's Deputies Meeting. [] is prepared to elaborate at your convenience. I believe a discussion is essential and Dr. Tietjen and I would like to be present.

25X1 There is one problem in terms of the PSS effort and getting at what is worrying senior Agency officials. The PSS timetable - and [] and Tietjen understand the pressure for answers - would cover about one year. Two to three months would be required for preliminary work. The survey itself and preparation of the report would cover nine months. Some interim reports would be made. Even with this uncomfortable time requirement I think we should go ahead. In 25X1 any case I suggest you meet with []

(signed) John W. Coffey

John W. Coffey
Deputy Director
for Support

Att: Draft Memo dtd 1 Jun 71 for DD/S fr [] subj: Research
DD/S:JWC:llc (7 July 1971) Possibilities on the "Youth Issue"

25X1

Distribution:

- 0 - ExDir-Comptw/O Att (by hand Mr. Coffey)
- 1 - DD/S Subject w/ccy Att and background
- 1 - DD/S Chrono

SECRET

7 July - 3 p. m.

Colonel White

2 June 1971

Mr. Coffey:

Attached is draft

STAT

paper on Research Possibilities on the
"Youth Issue" together with our background
papers on the Behavioral and Social
Sciences Activity.

STAT

particularly invited your
attention to Attachment 2 of his paper.

I have extra copies of his paper.

Miriam

Identify/distinguish
the roles of Study Group
+ PSS.

Is expansion of study group
needed before the
outline of proposed study
is developed for
top mgmt review?

(How does Human Resources
Study Group relate to
Sup Directorate Behavioral &
Soc Sciences Bd + the Panel
under it?)

(over)

How was the survey of
5+10 year classes
set up ex. Deputies?

CONFIDENTIAL

REVISED DRAFT

1 June 1971

MEMORANDUM FOR: Deputy Director of Support
THROUGH : Director of Medical Services
SUBJECT : Research Possibilities on the "Youth Issue"

1. A recent survey of 191 well-known business and industrial concerns asked whether or not recent graduates are found to be different after employment than their counterparts of a few years ago. While some reported little or no difference, most did, stating that today's graduates are more concerned about social problems, more anxious to have early responsibility, want more challenge, and are more likely to question operating policy and practice. (See Attachment 1) TIME magazine (May 24) quotes the board chairman of a major corporation as saying that while it is easy to hire top-ranking students in today's tight job market, industry must invent challenging, decision-making jobs for its bright young recruits and back their involvement in social causes if it expects to keep them. A social scientist recently described attitude changes in today's youth as "irreversible" and concluded that the marketplace must find ways to adapt.

CONFIDENTIAL

CONFIDENTIAL

SUBJECT: Research Possibilities on the "Youth Issue"

2. Within the Agency, rumblings from both articulate young Agency professionals and from their superiors in management suggest that the Agency is by no means unaffected by these trends. While concern has mounted recently, a survey demonstrated wide-spread perception of change at least as long as two years ago. In a survey conducted by the Psychological Services Staff, OMS, of job-related attitudes of Agency officers who had been on board five and ten years, opinions as to both the capability and the motivation of young professionals were sought.* While 83% of those surveyed agree that "Young professionals entering the Agency today are as capable as those who entered when I did", only 56% felt that they are as motivated (i.e., committed to their work) "as those who entered when I did." More significantly, only 22% felt that the Agency is doing a good job of managing the young professionals who have recently entered on duty. Today, discussion about the changing attitudes of youth in the Agency abounds, with little agreement as to the implications, and even less about what, if anything, the Agency should do about them.

* A Survey of Job-Related Attitudes of Five- and Ten-Year Agency Officers, OMS/PSS/RB, January 1970.

CONFIDENTIAL

~~CONFIDENTIAL~~

SUBJECT: Research Possibilities on the "Youth Issue"

3. The Human Resources Study Group,* taking note of these concerns, has discussed the question of whether or not a systematic research effort could address itself in any meaningful way to those concerns. The answer is yes, if what is needed (and we think it is) is an attempt to define the problem, framing it in questions like these:

a. How representative are the views being currently expressed by an articulate few? Of whom are they representative? Does the "Silent Majority" have similar views, or contrasting ones? How strongly are they held?

b. If we can identify common viewpoints on significant issues among young Agency professionals (whether they are like or unlike those of the articulate few), do these really differ in a crucial way from those held by their seniors in management positions?

c. If some real differences between views of "youth" in the Agency and "management", are identified, what are the implications for such issues as the Agency's ability to continue to attract and hold "good" people, develop identification with the Agency's mission,

* Organized by DMS at the direction of the DDS in October 1970. Charged with the task of studying needs and recommending research in the human resources area. Currently composed of representatives of OP, OS, OTR, and OMS, chaired by C/PSS/OMS.

CONFIDENTIAL

SUBJECT: Research Possibilities on the "Youth Issue"

stimulate desire to produce, inspire career commitment?

4. Not all of these questions are equally researchable, of course. Those in "a" are relatively easy to tackle, "b" somewhat less so, "c" much tougher. Clearly, a "profile of attitudes" derived from a standard opinion survey approach, while a useful first step, would not carry us very far. We need to know more about which attitudes make a difference in the way people respond--to their jobs, to managerial approaches, to the decision to cast their lot with the Agency or look elsewhere. While the methodology for research aimed at these questions cannot be spelled out in detail at this stage, it would obviously involve some combination of focused depth interviewing, questionnaires, and probably other instruments designed to tease out and measure perceptual/attitudinal dimensions. The Research Branch of the Psychological Services Staff believes that the technology for such studies is within its capabilities. Attachment 2 illustrates one possibly useful approach.

5. To proceed in the direction indicated, the following sequence of events is suggested as appropriate:

a. Agreement of top management that research in this area is desirable. Obviously, such an undertaking would be pointless unless seen by management as relevant to

~~CONFIDENTIAL~~

SUBJECT: Research Possibilities on the "Youth Issue"

their concerns. We seek and welcome input and guidance from top management on the problems meriting central focus.

b. Expansion of the Study Group to include representatives of all Directorates. While we feel that, as representatives of the Support Directorate we are in a position to be aware of the Agency-wide concerns, input from representatives specifically appointed by the Directors of other components is highly desirable.

c. Designation of the Psychological Services Staff, OMS, as the action arm for the design and implementation of the study.

6. Given approval of the above, the next steps would be:

a. Talks between the expanded Study Group and a variety of individuals from both "youth" and "management" in order to define the dimensions for which measurement is desired;

b. A definition of "youth", in terms of both age and position, and a definition of "management" in terms of both;

c. An outline of the proposed study, to be submitted for approval to top management, before proceeding.

25X1

Chairman, Human Resources Study Group

2 Attachments
as stated above

~~CONFIDENTIAL~~

ATTACHMENT 1

SUBJECT: How Today's Graduates are Different*

Att. #1

The twenty-fifth annual survey of policy and practice in the employment of college and university graduates in business and industry involved 191 well-known companies. Respondents to this year's survey were asked to indicate ways in which new graduates are found to be different after employment when compared to their counterparts of a few years ago. A total of 110 companies replied. Their responses are summarized below:

No. Companies

- 32 They are not really a new breed. We see very little difference.
- 30 More concerned about social problems - Concerned about social goals of the company - More interested in community betterment.
- 28 Overestimate potential - Impatient with progress - Expect too much responsibility too soon.
- 23 Desire early responsibility - Want to supervise immediately - Want rapid advancement - More demanding and aggressive.
- 22 Want more challenge - Ask for more meaningful assignments - Want relevant work.
- 22 More eager to criticize - Often question operating policy - Unimpressed by protocol - Less acceptance of tradition.
- 21 More restless - Less patient.
- 16 Better educated - Better qualified - More able to take responsibility - More knowledge in special field.

* from "Trends in Employment of College and University Graduates in Business and Industry, 1971", Frank S. Endicott, Director of Placement, Northwestern University, Evanston, Illinois

SUBJECT: How Today's Graduates are Different

8 More interested in continued education.

5 Less concerned about dress and behavior.

Illustrative statements:

"Graduates view the corporation as having more than just a profit responsibility to stockholders. They see industry playing a major role in developing hard-core and minority groups, using corporate profits to better society. This concern is beginning to display itself among some of the recently hired engineers."

"They are more concerned with the commitment their corporation has made to resolving social problems. They also are more interested in becoming involved on their own than college graduates were in earlier years."

"More impatient for promotion and salary increases. Less regard for established procedures and policies."

"New graduates are less hesitant to question authority and work procedures. Many seem more anxious than their predecessors for immediate recognition and job responsibility. They are more competitive, more interested in social implications and less impressed by the size of the organization."

"Today's graduate is more curious and inquisitive. He is more apt to question things relating to this field and not accept them as they are. This may create friction in supervisor-employee relations."

"The recent graduate appears to desire more freedom in his work and a voice in management decisions."

"They are more likely to express their opinions long before they really have the maturity to express judgment. However, their comments on occasion show bright sparks of potential. This may be part of the maturing process."

"They want responsibility faster and are willing to rock the boat a little to get their jobs done. We need more of this type to keep us from getting lethargic."

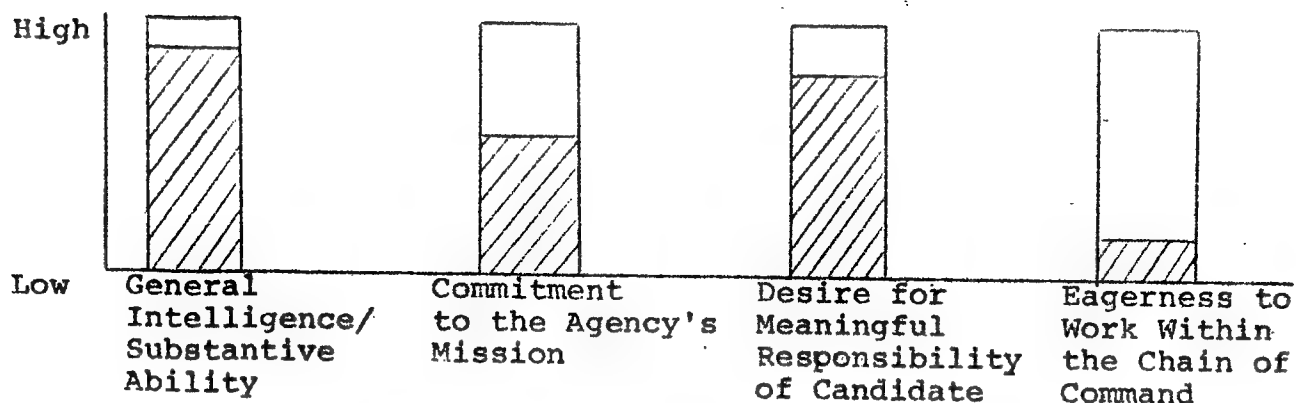
SUBJECT: How Today's Graduates are Different

"Other than a little different mode of dress and possibly a more awareness of social, economic, and ecological problems, the "new breed" does not behave much differently."

"New breed or otherwise, we find them anxious and eager."

ATTACHMENT 2.

To illustrate the sort of research approach we envision as applicable to the "Youth Issue" we provide in this attachment a specific example of a problem and a methodology. A rather new and indirect method of evaluating the differences (if any) between the values and philosophies of young and more senior Agency officers is a method called the multiple-cue judgment task. In this task, groups of young and more senior officers would be asked to judge several hypothetical "candidates" for Agency employment in terms of their overall suitability for an Agency career. Information about each hypothetical candidate on a number of dimensions would be presented to each officer. For example, one candidate might be described as follows:

Profile of Candidate 1: Personal Qualities

The task of each officer would be to subjectively weight this combination of personal qualities in order to arrive at a judgment of the overall desirability of the candidate for a career with the Agency. Other "candidates", possessing quite different degrees of these same personal qualities, would also be rated by each judge. (The specific personal qualities cited in this example are used for illustrative purposes only; preliminary inquiry would be necessary to determine what dimensions are most relevant for research of this type.)

Based upon an officer's ratings of a number of such hypothetical candidates, statistical analysis (involving multiple regression technique) would reveal which personal qualities he weights most heavily and how he weights them in

Att. #2

arriving at a judgment of an individual's overall suitability for an Agency career. The picture that emerges for a given officer would be a practical and potentially meaningful image of the type of individual he believes the Agency should attract.

Comparisons of the responses of groups of junior and more senior Agency officers to this technique could provide insights as to areas of agreement and conflict in basic philosophies.

This multiple-cue judgment technique has certain advantages over more conventional techniques of measurement. It offers an indirect measure of the relative importance assigned to various factors in a practical and realistic manner. People are not required to provide general answers to abstract questions, they are instead asked to make specific judgments about potentially real people using any type of intuitive (or rational) approach they wish. Subsequent statistical analysis reveals the actual basis of their decisions in a manner which can be informative to both the individual making the judgments and to the organization of which he is a part.

While difficult to anticipate the specific results of the type of research described above, it is not difficult to imagine that such research would hold implications for policies and practices in recruitment, selection, training--especially management training, performance appraisal, and career management, to name but the more obvious.



STAT

Miriam pulled
these papers & believes
they constitute background
on so called Human
Resources GPs. Don't
know if this fits with
which [redacted] told you

21 MAY 1971

SECRET

Medical

DD/S 70-4252

21 OCT 1970

MEMORANDUM FOR: Director of Personnel
Director of Security
Director of Training

SUBJECT : Support Directorate Behavioral and Social Sciences
Activity

1. There is attached a copy of a memorandum dated 19 October 1970 from the Director of Medical Services proposing the establishment of a Support Directorate Behavioral and Social Sciences Board. I have approved the establishment of such a board. I think that this is a worthy endeavor and would serve as a platform for further inquiry into the social sciences with a view to improvement of our concepts, methodology, practices and procedures.

2. I have asked Dr. Tietjen to serve as Chairman of the Board and he will call a meeting for organizational purposes and the initiation of a program. It is envisioned that the first meetings will be educational in nature and perhaps assisted by outside consultants who are specialists in these fields. I propose that the board confine itself in the initial stages to areas of interest within the DD/S program. As the board develops experience in these areas invitations could be extended to representatives of other Directorates for participation. I know that there are a number of officers in Training, Personnel and Security who are extremely interested in the behavioral sciences and I would suggest that in the establishment of ad hoc working groups and the panel that the Directors of offices encourage the participation of those who show an aptitude and interest in these fields.

ILLEGIB

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

Hasn't yet met for first time

Att

cc: D/MS

SECRET

GROUP 1
Excluded from automatic
downgrading and
declassification

SECRET

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Support Directorate Behavioral and Social Sciences Activity

1. This memorandum contains in paragraph 9 a proposal for the approval of the Deputy Director for Support.

2. On several previous occasions we have in our discussions recognized the importance of exploiting in the Agency's interest developments in the behavioral and social sciences. We have also made certain suggestions for initial action in this area. For various reasons these suggestions have not as yet been acted on. We propose therefore a somewhat different approach which we consider not inconsistent with our earlier suggestions, but rather perhaps as a phased approach to our ultimate proposals forwarded earlier.

3. We propose that a behavioral and social sciences activity be established at the Support Directorate level. This would consist of a DDS Behavioral and Social Sciences Advisory Board composed of the directors (or other senior officials) of those Support Directorate offices having special interests in the utilization of human resources -- Offices of Personnel, Security, Training, Medical Services and the Office of the DDS -- and an Executive Secretary who would be a professional trained in one of the behavioral or social sciences. There would be attached to the Board a Panel made up of individuals from the four support offices who are qualified by reason of training or experience to represent their offices on a continuing basis on matters pertaining to the behavioral and social sciences.

4. The function of the board would be:

a. to provide policy guidance for the DDS behavioral and social sciences activity,

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SUBJECT: Support Directorate Behavioral and Social Sciences Activity

b. to provide a senior forum for identifying problems of the directorate that might be responsive to the application of the expertise available from the behavioral and social sciences, particularly, psychiatry, psychology, anthropology and sociology, and

c. to recommend to the DD/S specific studies, applications or other actions in this area.

5. The function of the Executive Secretary would be to implement those recommendations of the Board as approved by the DD/S. In this he would, with the advice of the Panel, call upon resources (including consultant capabilities) available in the four offices represented on the Board to form ad hoc working group(s) appropriate to the implementation of the desired study or other action. (It is conceivable, depending on the specific problem to be addressed, that other Support Directorate offices would have a contribution to make and would therefore have an interest in participating on an ad hoc working group. Such participation, we believe, should be solicited and encouraged.) The Executive Secretary would continue to function as the liaison between such working groups and the Board and would ensure that the results of the group's efforts are forwarded to the Board. As the requirement placed on an ad hoc working group is fulfilled, the group would be terminated and new group(s) formed appropriate to new requirements.

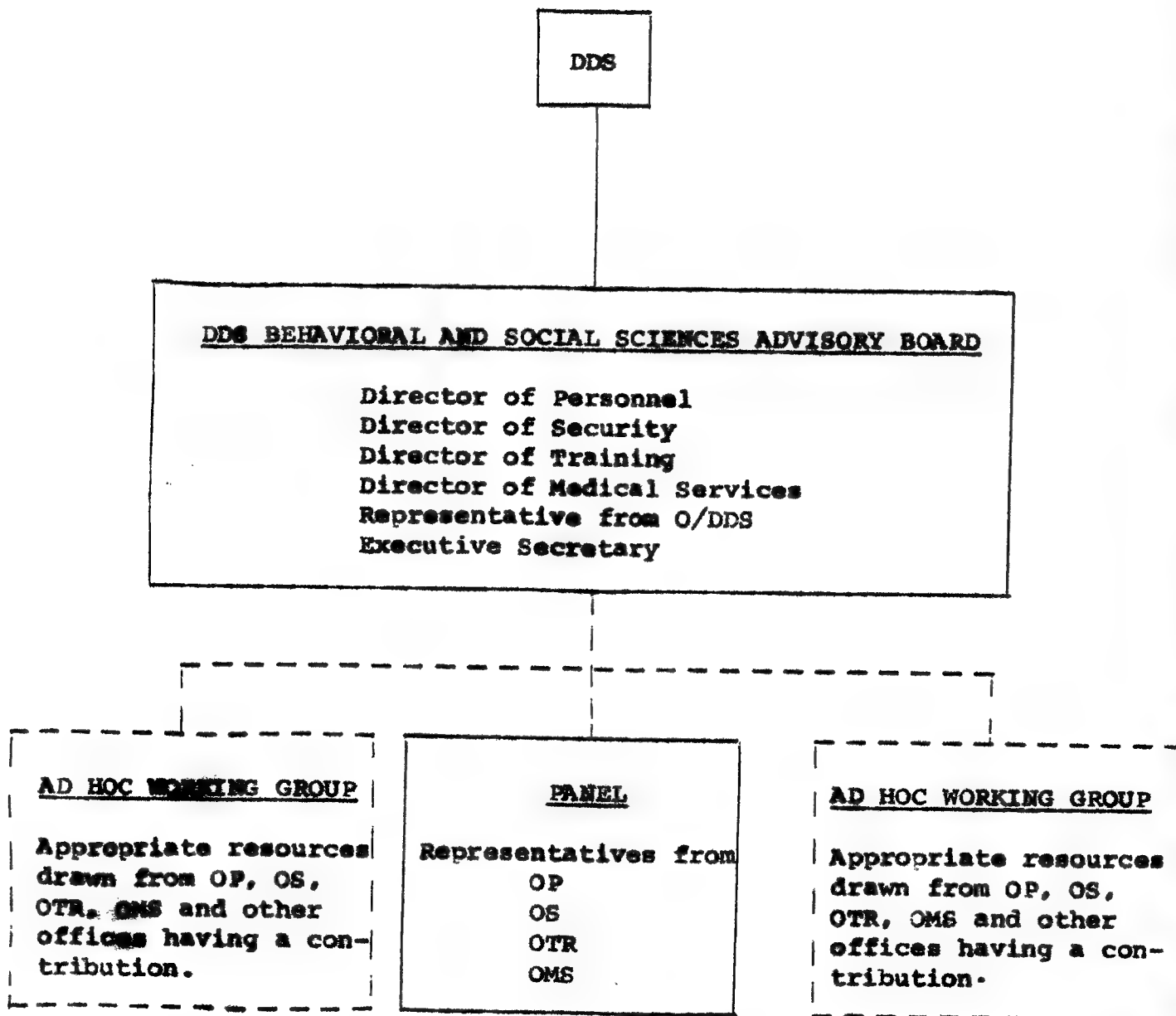
6. The function of the Panel would be as indicated above to advise the Board through the Executive Secretary of those resources available in the several offices for utilization on the ad hoc working groups, and on other matters relevant to the directorate behavioral and social sciences activity.

7. Diagrammatically, this proposed Support Directorate activity would be as follows:

SECRET

SECRET

SUBJECT: Support Directorate Behavioral and Social Sciences Activity



8. Office of Medical Services has professionals qualified to serve as Executive Secretary in the above respect and we are prepared to nominate an individual for this function. We are also prepared, of course, to make appropriate professional

SECRET

SUBJECT: Support Directorate Behavioral and Social Sciences Activity

resources available for utilization on the ad hoc working groups. Our experience with our OMS Committee for the Behavioral and Social Sciences should, we believe, be of assistance particularly for the initial working groups.

9. It is therefore recommended that a DDS Behavioral and Social Sciences Advisory Board be established for the purposes and in accordance with the organizational pattern outlined above.

SIGNED
JOHN R. TIETJEN M.D.
JOHN R. TIETJEN, M. D.
Director of Medical Services

The recommendation contained in paragraph 9 is hereby approved.

SIGNED R. L. BANNERMAN

20 OCT 1970

R. L. BANNERMAN
Deputy Director for Support

Date

25X1

OMS/Exo/ [] jv (16Oct70)

Distribution:

Orig & 1 - D/MS

2 - DD/S Chrono. Subject

1 - D/MS Chrono

SECRET

Medical

9 October 1970

MEMORANDUM FOR THE RECORD

SUBJECT: Proposal for a Systems Analysis of Psychological Data
Pertaining to Problems of Agency Human Resources

1. A meeting was held today with the Directors of Medical Services, Personnel, Security and Training to discuss the proposals set forth in the 18 September 1970 memorandum from Dr. Tietjen. I asked the Directors of Personnel, Training and Security to express their views on these proposals. The discussion was wide-ranging and got somewhat off target in that most present read into the proposals a thought that the proposals would achieve far more than intended. The theme seemed to be that any one of these studies would produce a review of the problem, solutions, and ready recommendations in each area. From this view there were comments that some of the proposals had been thoroughly reviewed and there was ample information available and the necessity to pursue the studies was not apparent. While not so expressed it was agreed that some of the problems needed definition before proceeding with any in-depth study and eventual proposed solutions.
2. Dr. Tietjen spoke to the more limited approach of the Psychological Services Staff and that it was not intended that they would come up with solutions and recommendations.
3. I expressed my viewpoint to reduce the issue to what I considered to be a more practical plane. I pointed out that the initial inquiry by Psychological Services would be to identify the factors involved in each proposal which would lead to the point as to whether or not we had a problem and if so, what appeared to be the component parts of the problem. I suggested that after this finding consideration could be given to creating a task force including representatives from the other Directorates for a

SECRET



SECRET

inquiry into the matter with a view to developing findings and recommendations for corrective action. Since there was no agreement as to any priority of inquiry, I asked Dr. Tietjen to call together representatives of the offices present and establish the arrangements for full support to the inquiry from the components represented. This was satisfactory to all concerned and Dr. Tietjen will proceed as above.



25X1

R. L. Bannerman
Deputy Director
for Support

DD/S:RLB:llc (12 October 1970)

Distribution:

- O - DD/S Subject
- 1 - DD/S Chrono

SECRET

9 October - 10 a. m.

Messrs. Wattles, Osborn, Cunningham and
Dr. Tietjen
(at Dr.)

INFORMATION

MR. COFFEY



ILLEGIB

SECRET

FILE

Medical

28 September 1970

**MEMORANDUM FOR: Director of Personnel
Director of Security
Director of Training**

Attached is a proposal by the Director of Medical Services which I wish to discuss at a meeting to be called shortly. A serious study in these areas can be most helpful. Each addressee will be interested and will have an input to the study. I would also like your suggestions as to the order of priority in taking up these studies.

A reply is not necessary as the meeting can cover all comments.

SIGNED R. L. Bannerman

R. L. Bannerman

Att: Memo dtd 18 Sep 70 for DD/S fr D/MS,
subj: Proposal for a Systems Analysis
of Psychological Data Pertaining to
Problems of Agency Human Resources -- DD/S 70-3893

cc: D/MS

DD/S:RLB:maq

Distribution:

Orig - D/Pers w/xcpy DD/S 70-3893

1 - Ea following adse w/cpy DD/S 70-3893

~~1~~ - DD/S Subject w/O DD/S 70-3893

1 - DD/S Chrono

SECRET

SECRET201570-3893
18 SEP 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Proposal for a Systems Analysis of
Psychological Data Pertaining to
Problems of Agency Human Resources

1. This memorandum contains in Paragraph 3 a recommendation for the approval of the DDS.

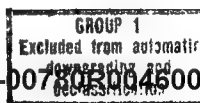
2. Three years ago the CT Systems Study was initiated with your approval. In that time, more than two dozen research reports and memoranda have been prepared and disseminated and five Periodic Progress briefings given to a relatively large number of Agency Officers sharing responsibility for the conduct and concept of the CTP. Based on our experiences with the CT Systems Study, we feel that management would be well served by an extension of our research efforts to a set of concerns with the overall Agency's human resources.

3. Accordingly, your approval is requested to establish a "Systems Analysis of Psychological Data Pertaining to Problems of Agency Human Resources" which will parallel the existing "Systems Analysis of Psychological Data Pertaining to Career Trainees."

4. There follows a list of concerns which have been expressed by various Agency components on a recurring basis. The list is submitted in the form of questions which are at least potentially researchable:

a. Minority Group Employees - What has the Agency's experience been with the selection, utilization, performance, and career development of minority group employees?

b. Differential Placement of Professional Employees - What patterns of interests, aptitudes, and personality styles are most characteristic of officers successful in different types of jobs?

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SUBJECT: Proposal for a Systems Analysis of
Psychological Data Pertaining to
Problems of Agency Human Resources

c. The "Generation Gap" - Is there a "generation gap" in the Agency? Do the young aspiring Intelligence Officers hold values, philosophies, and work expectations unlike their seniors? If so, do these differences in outlook hold implications for the future look of the Agency?

d. Communication Within the Agency - What do employees really mean when they complain (as so many have on recent Agency-wide attitude studies) about failures in communication and lack of cooperation between offices? What specific suggestions can employees make to remedy these problems?

e. Effects of Organizational Climate - How do different organizational climates affect individual efficiency and group process and products? Can organizational climates be identified which contribute to these ends? Are they different in different types of Agency work units?

f. Stimulating Career Motivation - What techniques, if any, can be identified which serve to enhance an employee's motivation for a career in intelligence work?

g. Social Psychological Studies on the Agency - What effects do inter- and intra- Directorate stereotypes, group relations, and inter-component concepts of service and excellence have on unit efficiency and morale?

h. Selection of New Employees - How do newly hired Agency employees compare with new employees of former years on such dimensions as intellectual ability, breadth of interests, and college background? Do the young people who come to work here represent a true cross-section of attitudes and values found in today's high schools and colleges?

5. Management may consider that other questions, not noted above, are more pressing and deserving of attention. In any event, it must be emphasized that limited resources

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SUBJECT: Proposal for a Systems Analysis of
Psychological Data Pertaining to
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demand a careful evaluation of feasibilities and priorities to insure that our efforts are (a) focused on real and serious problems; and (b) limited to areas in which there is reasonable promise of pay-off.

6. Our experience with the CT-oriented research reinforces the conviction that timeliness and relevance of research in service to management is a function of close communication between researchers and management. We look forward to the continued advice and support of your office in facilitating working-level exchanges between ourselves and officials responsible for day-to-day management decisions. Task Forces, structured as working groups, with membership selected on the basis of experience with and knowledge of specific problems and operating under the policy guidance of your office are suggested as appropriate action mechanisms.



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JOHN R. TIETJEN, M. D.
Director of Medical Services

The recommendation in paragraph 3 is hereby approved.

SEE DD/S m/r JD 9 OCT 70 SAME SUBJ.

R. L. BANNERMAN
Deputy Director for Support

Date

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- Orig & 1 - D/MS
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- 2 - PSS/OMS
- 1 - D/MS Chrono

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18 SEP 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Proposal for a Systems Analysis of
Psychological Data Pertaining to
Problems of Agency Human Resources

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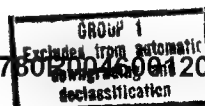
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SUBJECT: Proposal for a Systems Analysis of
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1. **CJECM: Proposal for a Systems Analysis of
Psychological Data Pertaining to
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SIGNED

JOHN R. TIETJEN M.D.

JOHN R. TIETJEN, M. D.
Director of Medical Services

The recommendation in paragraph 3 is hereby approved.

R. L. BANNERMAN
Deputy Director for Support

Date

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Orig & 1 - D/MS

2 - DD/S

2 - PSS/OMS

1 - D/MS Chrono

Chrono. Subject

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ROUTING AND RECORD SHEET

SUBJECT: (Optional) Proposal for a Systems Analysis of Psychological Data Pertaining to Problems of Agency Human Resources				
FROM: Director of Medical Services Room 1D4067 Hq		EXTENSION <div></div>	NO. 25X1	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Deputy Director for Support - 7D26 Hq.				
2.				
3.				
4. Director of Medical Services - 1D4067 Hq.				
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D-R-A-F-T

MEMORANDUM FOR: Deputy Director of Support
THROUGH : Director of Medical Services
SUBJECT : Research possibilities on the
"youth issue"

1. The Human Resources Study Group, taking note of management concern with recent expressions of attitudes by certain articulate young Agency professionals, has discussed the question of whether or not a systematic research effort could address itself in any meaningful way to those concerns. The answer, tentatively, is "yes", assuming that management's concerns are reasonably well represented by questions like these:

(a) How representative are the views being currently expressed by an articulate few? Of whom are they representative? Does the "silent majority" have similar views, or contrasting ones? How strongly are they held?

(b) If we can identify common viewpoints on significant issues among young Agency professionals (whether they are like or unlike those of the articulate few), do these really differ in a crucial way from those

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SUBJECT: Research possibilities on the "youth issue"

held by their seniors in management positions?

(c) If some real differences between views of "youth" in the Agency and "management", are identified, what are the implications for such issues as the Agency's ability to continue to attract and hold "good" people, develop identification with the Agency's mission, stimulate desire to produce, inspire career commitment?

2. Not all of these questions are equally researchable, of course. Those in (a) are relatively easy to tackle, (b) somewhat less so; (c) much tougher. But we feel that a flat "profile of attitudes" derived from a standard opinion survey approach, no matter how well done, would contribute little if not set in some perspective and, at the least, *should be* pregnantly suggestive of implications for management policies and procedures.

3. While the methodology for research aimed at these questions cannot be spelled out in detail at this stage, it would obviously involve some combination of focused depth interviewing, questionnaires, and possibly other instruments designed to tease out and measure perceptual/attitudinal dimensions. The Research Branch of the Psychological Services

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SUBJECT: Research possibilities on the "youth issue"

Staff believes that the technology for such studies is within its capabilities. An obvious first step for the Study Group is to talk informally with a variety of individuals from both "youth" and "management" groups in order to begin to define the dimensions on which measurement is desired.

4. One essential requirement, if such an undertaking is to have any chance of making a contribution to management, is to insure from the beginning that it is focused on real, meaningful management concerns. For this reason, we seek and welcome input and guidance from top management before proceeding.

/s/

[Redacted Signature Box]

Chairman

Human Resources Study Group

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